



MANAGEMENT CONSULTING SERVICES

22 Paintedcup Court The Woodlands, TX 77380-1414

STRONG PROJECT MANAGEMENT SYSTEM:

Establishing and implementing a strong Project Management System recognizes the need for project leadership and the conviction that Project Principals do not need to provide this leadership on a day-to-day basis.

The Project Manager (PM) is the member of the project team who is responsible, under the general direction of a Project Principal (PP), for ensuring the successful completion of the project and as such provides the day-to-day project leadership.

Arguments favoring a strong Project Management System:

1. With one person taking charge of the project, it enhances the potential that nothing "falls through the crack".
2. Allows the Project Principal the time to provide general management, leadership, perform more business development, and to be involved in those specialized aspects of the project that interest them, and are relevant their specific expertise (e.g.: design, contract administration, proposal & contract preparation/negotiation).
3. The Client is assured continuous and significant contact with the person who has the responsibility and authority to run the project on a day-to-day basis.
4. It reinforces and supports the goals of those staff members who desire to be involved in management activities at the project level. It also drives the decision-making process down to lower levels and is motivating.

Requisites of a strong Project Management System:

1. Involvement of PM in proposal and contract preparation, fee setting, consultant selection, team member selection.
2. Establishes the PM as the project leader and communication "conduit" to the Client, Consultants, and in-house staff from the very beginning of the project. This must be reinforced and supported by the Project Principal to be effective and to give credibility to the PM.
3. Project Manager takes the lead in developing the Project Plan and secures commitments from each project team member, including Consultants and Client, for their respective responsibilities to the Plan.



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Requisites of a strong PM System (cont'd):

4. High visibility of Project Manager with Client throughout the project. Requests to, and from the Client, to channel through the Project Manager.
5. Project Manager monitors and approves invoicing and collection procedures.
6. Project Manager is responsible for keeping project moving forward, transmitting information and decisions to, from and within the project team.
7. Project Manager takes the lead in addressing and resolving problems and/or conflicts within the project team, including Consultants. Project Principal to serve as facilitator, moderator, only when conflicts cannot be resolved by the Project Manager.
8. Project Manager represents the firm to the Client, and Client to the firm.

Functions of management levels within a strong PM System:

Planning:

Upper Management (PP): Goal setting and plan for accomplishing objectives and strategies.

Project Management (PM): Correlate project purpose with scope of work, tasks, hour/fee budget, and quality levels (Project Plan). Communicate to Project Team.

Organizing:

PP: Define with PM, structure of activities, roles, responsibilities, authority and accountability for carrying out objectives and strategies.

PM: Develop project team structure, including Consultants; implement Project Plan.

Staffing:

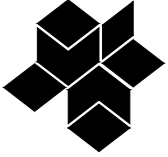
PP: Recruit and hire new staff, as necessary.

PM: Identify project team members, including Consultants; assign tasks and gain commitment to the Project Plan from each team member.

Directing:

PP: Provide overall guidance and supervision of staff.

PM: On-going update of assignments to accomplish work with day-to-day guidance, as necessary.



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Functions of management levels within a strong PM System (cont'd):

Coordinating:

PP: Provide overall coordination of project schedules and review requests for additional staff as required.

PM: Day-to-day coordination with project staff, Client and Consultants to ensure effective communication between parties. Interface with Project Designer and the Client to ensure conformance with the Project Plan.

Monitoring:

PP: Ensure projects are delivered with conformity to established quality standards.

PM: Daily progress and performance is monitored to ensure the project is being completed in accordance with the Project Plan. Interface with Project Team to get back on-track if behind schedule or over hour/fee budget.

Evaluating:

PP: Assess performance of Project Manager and provide comments on project team performance.

PM: Assessment of project team performance and effectiveness in implementing the Project Plan. Determine if the Client's and firm's objectives were met. Meet with project team to communicate results. Prepare Project Close-Out form.

Project Principal's responsibilities to support the strong Project Management

System:

1. Select Project Manager early, and involve in hour/fee budget allocations and Project Plan development.
2. Select the appropriate Project Manager. Match to needs and demands of the Client and project.
3. Delegate authority commensurate with Project Manager responsibility. (Note Responsibility cannot be delegated.)
4. Provide Project Manager with necessary resources (staff, material, etc.) to complete the project.
5. Define appropriate information system in support of Project Manager and team.
6. Create support structure (reviews, decision-making process, etc.).
7. Demonstrate commitment and enthusiasm for the project and the team.
8. Give Project Manager latitude to resolve conflicts between members of the project team and between Client and firm's objectives. Be available for consultation when conflicts cannot be resolved by Project Manager.
9. Set up accountability/evaluation process and follow through. Focus on project team members ability to meet responsibilities and deadlines.



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Qualifications of Project Manager as viewed by:

Upper Management:

1. Leadership qualities and management skills.
2. Technical competence.
3. Results-oriented.
4. Good communication skills.
5. Rapport with Clients.
6. Business acumen/financial management skills.
7. Professional attitude/presence.

Staff (Project Team Members)

1. Technical competence.
2. Management ability/organized.
3. Good communication skills.
4. Respect for peers and subordinates.
5. Ability to delegate/coordinate.
6. Makes appropriate staffing assignments.
7. Represents staff to Upper Management.